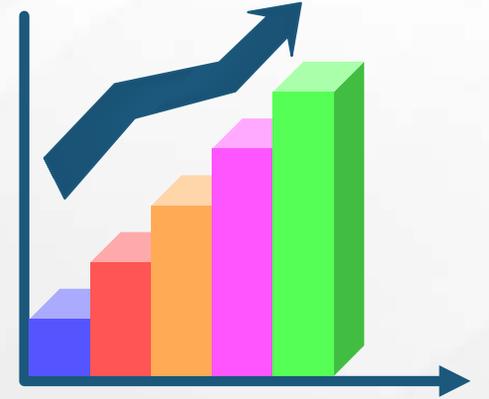

**Welcome to Semester 2 of the
Performance Driven Academy!
We will begin the webinar shortly.**

**If you haven't already done so,
please complete the End Semester
1/Midpoint Survey and 3 Question
Feedback Survey from last webinar (links
in chat box).**

Questions? Email us at pda@ccsi.org

Performance Driven Academy

SESSION 9: CONTRACTING AND NEGOTIATION



Brought to you by the Managed Care Technical Assistance Center



Speaking: Briannon O'Connor, PhD
Associate Director
CCSI's Center for Collaboration in Community Health



Reminders

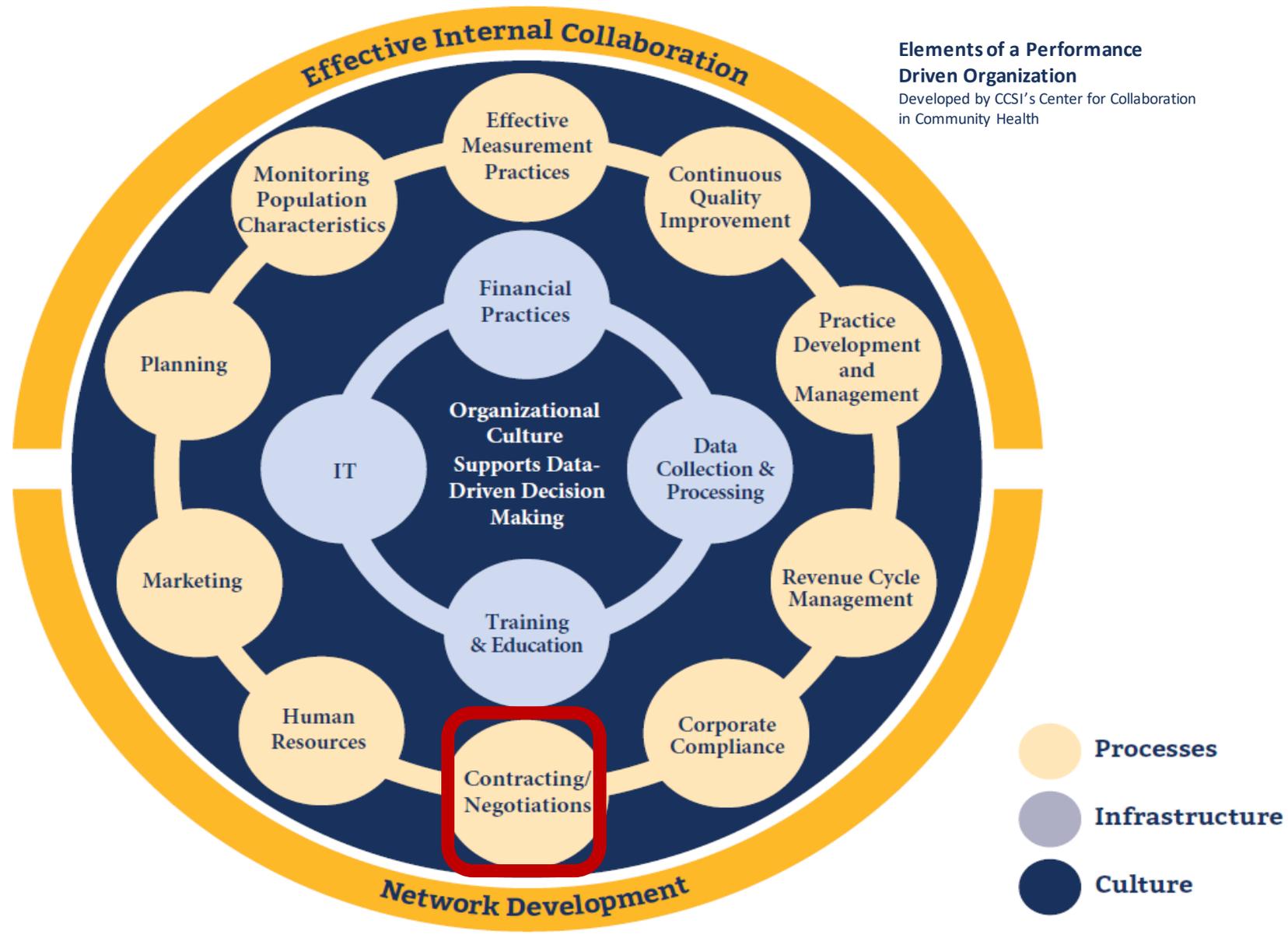
- ▶ **Links to the End of Semester 1/Midpoint evaluation were sent out**
 - Takes about 10 minutes
 - You'll receive a report summarizing results
 - Each individual should complete it
- ▶ **Webinars are recorded and you should have received materials ahead of this webinar**
- ▶ **Chat in questions/comments to all panelists at any time**
- ▶ **Contact us at pda@ccsi.org**

From participating in Semester 1, we hope you are...

- ▶ **Better positioned** to know your cost, know your quality, and know your impact within the broader system of care
- ▶ **Able to take steps** to integrate knowledge gained and transfer knowledge within you organization
- ▶ **Supported** in your efforts to become performance driven by tools and resources
- ▶ **Able to see your agency's growth and improvement** through the evaluation (coming soon!)
- ▶ **Proud of your agency's commitment** to performance driven principles (certificate of completion coming soon!)

**Elements of a Performance
Driven Organization**

Developed by CCSI's Center for Collaboration
in Community Health

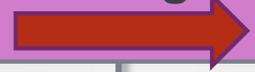


**1. RCM &
Financial Best
Practices**

**3. Contracting
& Negotiation**

**2. Corporate
compliance,
security, & privacy**

**Part 2: Leadership
Practices to Support
Change**



**4. In-person
sessions**



Contracting and Negotiation

JOSEPH A. STANKAITIS, MD, MPH

CHIEF MEDICAL OFFICER

MONROE PLAN FOR MEDICAL CARE AND YOURCARE HEALTH PLAN

Background of Today's Speaker

- ▶ **30+ years involved in managed care (21+ in Medicaid)**
- ▶ **Member of NYSDOH Medicaid Evidence-Based Benefits Advisory Committee**
- ▶ **Member NYSDOH Measure Support Task Group**
- ▶ **Member of Medicaid 1st 1000 Days Task Group**
- ▶ **YourCare has one of the NYSDOH Value-Based Payment Pilots**

Learning Objectives

Better Understand:

- ▶ **CBO Engagement in VBP**
- ▶ **How CBOs Fit into VBP**
- ▶ **Contracting Strategies**
- ▶ **Issues to Address when Contracting**

CBO Engagement in VBP

- ▶ **VBP is different than grant funding:**
 - **Allows for flexibility**
 - **Able to be more innovative in providing services**
 - **Contracts may have a shared savings component**
- ▶ **Tier 2 and 3 CBOs may implement a Social Determinants of Health intervention to satisfy Level 2 & 3 arrangement requirements.**
- ▶ **CBOs are NOT obligated to assume financial risk when entering VBP arrangements.**
- ▶ **CBOs may be contracted to support more than one VBP arrangement.**
- ▶ **As a Tier 1 CBO, your organization provides non-Medicaid billable social services and is not required to become a Medicaid billing entity.**

How CBOs Fit into VBP

VBP Contractors value:

- ▶ CBOs involved in the community and that understand the causes of poor health in the populations they serve.
- ▶ Partnerships that provide value and align with their goals and objectives.
- ▶ Interventions that can make a measurable impact on their population.
- ▶ CBOs that can subcontract with other CBOs and coordinate social services for them.
- ▶ An intervention that is flexible and can be scaled up as savings are recognized.

How CBOs Fit into VBP

How to Get Involved:

- ▶ Understand the needs of the community.
- ▶ Know your key community partners (e.g., PPSs, MCOs, Provider Systems, other CBOs).
- ▶ Learn and understand the local VBP Level 2 or 3 arrangements (Total Care, Integrated Primary Care, Maternity, HIV/AIDS, HARP, MLTC).
- ▶ Use data to determine what SDH interventions are needed.
- ▶ Leverage existing resources.
- ▶ Develop your organization's value proposition.

How CBOs Fit into VBP

Develop your organization's value proposition (your compelling argument as to why the VBP Contractor should contract with your organization):

- ▶ What services do you provide?
- ▶ Who are your community partners?
- ▶ How much does it cost to do what you do?
- ▶ What is the community need and how does that overlap with the MCO's or VBP Contractor's population served?
- ▶ How does your service and geographic reach provide value (tangible) to the arrangement/Medicaid population?
- ▶ How will you track and measure outcomes to support this proposition?

Contracting Strategies

CBOs may support VBP arrangements by:

- ▶ Contracting directly with an MCO to support a VBP arrangement.
- ▶ Contracting directly with an MCO to support multiple VBP arrangements.
- ▶ Subcontracting with a VBP Contractor (e.g., hospital, IPA, ACO, etc.).
- ▶ Multi-tier CBO partners contracting directly with an MCO to support VBP arrangement.

Contracting Strategies

- ▶ CBO contracts are not required to include risk.
- ▶ CBO contracts may be structured as:
 - Payment for services rendered (no risk-based component).
 - Upside only (no downside risk) where: if savings achieved, CBO receives a portion of shared savings or if losses incurred, CBO doesn't incur any loss.
 - Upside and Downside risk where: if savings achieved, CBO receives a portion of shared savings or if losses incurred, CBO would take on some degree of loss.
- ▶ CBOs may be held to performance measure standards by the VBP Contractor or MCO in order for contract continuation.

Issues to Address when Contracting

- ▶ **Contract Term**
- ▶ **Contracting Parties**
- ▶ **Scope of the Project**
- ▶ **How Protected Health Information will be handled**
- ▶ **Geographical/Service Area**
- ▶ **Payment Methodology**
- ▶ **Reporting and Data Collection**

Tool(s) to support this work

**“KEY ITEMS FOR CONTRACTING DEVELOPMENT”
WORKSHEET**

Key Items for Contracting Development Worksheet

Contract Term	
• What is the “Effective Date” of the contract and when does it end?	
• Does the contract automatically renew after the initial term (Evergreen agreement)?	
Contracting Parties	
• With whom are you contracting, the MCO or VBP Contractor (Hospital, IPA, ACO, Other)?	
• Use the legal names for each entity in the contract.	
Scope of Project	
• Describe project implementation	
• What services will be provided by the CBO?	
• How many people will the intervention target? All members in the arrangement? Members that meet specific requirements?	
• Will the MCO or VBP Contractor identify targeted members and refer members as needed?	
• How will you evaluate/measure performance?	

Key Items for Contracting Development Worksheet

Protected Health Information Management	
<ul style="list-style-type: none">If your organization is not a “covered entity,” has it executed a Business Associate Agreement (BAA) with the MCO or VBP Contractor?	
Geographical/Service Area	
<ul style="list-style-type: none">What area(s) will the intervention cover?	
Payment Methodology	
<ul style="list-style-type: none">How will your organization get paid (i.e., Lump sum, monthly or quarterly reimbursement)?	
<ul style="list-style-type: none">Are payments tied to specific measures and outcomes (e.g., number of referrals made, number of visits or contact hours, number of patients who are successfully reconnected to their healthcare provider, etc.)?	
Reporting and Data Collection	
<ul style="list-style-type: none">How often are reports due?	
<ul style="list-style-type: none">What data points are collected?	
<ul style="list-style-type: none">How will people that are served in the intervention be tracked?	

What do I do next?

Take-aways: How Can I Get Started?

- ▶ Have an honest internal discussion to identify what services your organization does best (“What’s in your wheelhouse”).
- ▶ Identify who might be your potential VBP “Customers.”
- ▶ Begin Using the “Contracting Development Worksheet” as a guide.

Mark your calendars and register

SEPTEMBER						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

**In-person events
(10am-2pm)**
Albany 9/11/18
Rochester 9/12/18
NYC 9/17/18

Send us any questions or feedback

Use the chat box
or
email us at: pda@ccsi.org